The OECD Council adopted on 15 July 2014 the Recommendation on Digital Government Strategies. The Recommendation provides a set of 12 principles structured around 3 pillars. The OECD Secretariat is developing a Digital Government Policy Toolkit to support OECD member countries and non-member adhering countries with the implementation of the Recommendation. This practice was submitted by the government of Austria to be considered as a good practice in the implementation of one or more of the principles contained in the Recommendation.

**Description of the practice:**

**Organisation:** Ministry of Information and Communications Technologies

**Name of the practice:** Route of Excellence (*Ruta de Excelencia*)

**Principles implemented:**

- **Principle 5** – Secure leadership and political commitment to the strategy
- **Principle 6** – Ensure coherent use of digital technologies across policy areas and levels of government
- **Principle 7** – Establish effective organisational and governance frameworks to co-ordinate the implementation of the digital strategy within and across levels of government

**Description:**

The Route of Excellence is a strategy of the Colombia’s Government that seeks to respond to the most pressing needs of citizens and entrepreneurs related with the access to public services.

Also, it is an instrument that aims to improve the internal processes of public entities and the use of public information for the generation of value to citizens and entrepreneurs.

In this way, the Route of Excellence focuses its actions on three important themes that bring together a total of 25 projects, in order to produce a greater impact and transformation in governance: i) relevant procedures and services to be arranged in line ii) Projects to improve governance, and iii) Actions to promote the supply and demand for government services online, especially for the publication and use of open data.
The 25 prioritized projects are:

1. Registration, correction and copy of Civil Registration (birth, marriage, death)
2. Electronic Medical Records
3. Issue and renewal of military service record
4. Application, correction, renewal and duplicate citizenship card.
5. Issue and renewal of Passport
6. Recognition of educational titles.
7. Affiliation to Social Security (health, pension, occupational hazards)
8. Request of Medical appointments and authorization of medical services and medicine.
9. Registration, update and consultation at System for Identifying Potential Beneficiaries of Social Programs - SISBEN.
10. Settlement and payment of Property Tax
11. Creating Company
12. Recording of electronic invoices
14. Health Registry
15. Work history
16. Family conflicts Online Attention
18. National System of Integrated Care and Reparation for Victims
19. Integrated emergency and safety system at territorial and national levels
20. Opening Data about Mobility
21. Opening Data about Citizen security.
22. Opening Data about provision of health services, public health and health risk management
23. Opening data about land use planning
24. Opening data about agricultural production chain

25. Opening Data about educational quality and coverage

The Route of Excellence becomes a fundamental mechanism to drive three policy which promote the modernization of the State:

On the one hand, the Ministry of Information Technology and Communications – Min TIC, through the Vive Digital Plan 2015-2018 aims to achieve a more efficient and transparent governance through the use of technology, which is done through E- Government Strategy (Decree 1078 of 2015).

Moreover, the Administrative Department of Public Service aims to improve efficiency in public administration through simplification, standardization, optimization, automation or elimination of paperwork and administrative procedures.

Finally, the National Planning Department, seeks to improve the quality of services provided by public entities, through the National Citizen Service Program.

For more: [http://www.rutadelaexcelencia.gov.co/](http://www.rutadelaexcelencia.gov.co/)

**Results**

*Citizenship Card*

From March 15, 2016, it was expanded branch network where you can collect the physical document to make the process of duplicate citizenship card online (235 offices in 186 municipalities, representing approximately 75% of population density of Colombian territory). Additionally, it generates digital password.

*Passport*

From July 1, 2016, citizens can register their personal data from any mobile device, reducing time in the application process in the service module. Moreover, those who travel abroad can expedite the validation of their identity at a station at the airport is arranged as pilot plan from Migration Colombia, reducing time to less than one minute.

*Affiliation To Social Security*

Through the [www.miseguridadsocial.gov.co](http://www.miseguridadsocial.gov.co) portal, Colombians citizens can verify their current health and household basic information: Contributions and Health History Form. In next phases may transact affiliation and novelty to the General Social Security System (SGSS).
Open Data in Health

The mobile app "ClicSalud" has been downloaded more than 19,000 times, and lets users view information about five (5) open data packs related with their rights and duties, drug prices, quality IPS's and EPS's, among others. Additionally, it allows look for important information, register requests, complaints or claims, and qualify health care services.

Creation Of Companies

With the elimination of the requirement that forced to prove ownership of a bank account, natural and legal persons have a decrease in costs, rows and time, reduced by up to 5 days to process creation of company in Colombia.

Electronic Invoice

Currently 59 volunteer companies from various sectors of the economy and cities across the country are part of the pilot plan that aims to test the technical and functional requirements for exchange of information between technological solutions and technical control system for electronic bill adopted by the DIAN. With the results of this pilot is expected to improve the aspects required for the massification of electronic invoicing in the country.

Development

Design: June 2015

The design of The Route of Excellence was a process led by the Ministry of Information and Communications Technologies, in coordination with the Administrative Department of Public Service and the National Planning Department, according to the mandate defined in the Decree 1078 2015 (Title 9 - Chapter 1).

These entities performed the following activities jointly:

1. Construction of the universe of procedures and relevant services for the citizen: the universe was constructed from the following sources of information:

   - Citizen Information: perception studies
   - International indicators: Main indexes that measure the performance of countries, related to e-government (Waseda, Doing Business, Undesa e-government, etc.).
   - Identification of essential moments of the citizen.
2. Focus and prioritization of procedures and services: at this stage a purge of the universe of procedures and services identified was conducted, with the purpose of selecting the most strategic for inclusion in the Route of Excellence. This activity was based on the following criteria:

- Frequency of use of procedures and services identified.
- Identification of opportunities from strategic actors involved or significant progress in improving the processes or services.
- Assessment of citizens in perception campaigns conducted in 2015

3. Defining the order of execution: at this stage the order of execution of the procedures and services identified from analysis of financial variables, legal and technical was determined: the first oriented costs and supports available (business model) the second related to requirements analysis and third with levels of automation and technological infrastructure available.

4. Assessment and evaluation of projects: finally a panel of experts from the ICT Ministry and leaders of political entities, assessed the strategic value of projects to be prioritized in the roadmap and this way they were included: 16 procedures and services to citizens and businesses, 3 projects to improve the internal processes of the entities and 3 projects access to public information from open data publication.

Testing: During the project implementation testing activities are performed (July 2015 – August 2018)

The methodology for designing the Route of excellence, was validated by the leaders of policies as the Administrative Department of Public Service entities - DAFP, the National Planning Department - DNP and the Ministry of ICT, through workshops where discussed the criteria and prioritization of projects on the route and agreements on them were defined.

Implementation: The project is currently under implementation (January 2015 - July 2018)

During the design stage, consultation activities to citizens and stakeholders through strategies such as surveys, focus groups, interviews, participation by social networks were implemented.

In the stages of identification and prioritization of the 25 projects of the "Route of Excellence" activities of collective and participatory construction with leaders of national entities involved, stakeholders and a group of industry experts they were executed.

To implement the project, it has been developed and implemented a Project Management Office deploying strategy management project portfolio for the management of 25 projects and 125 subprojects that are part of the Route of Excellence, applying the best practices of PMI in each project.
Currently the PMO generates synergies and strategic alignment of activities, resources and initiatives of national institutions and stakeholders that are involved in the projects. To achieve the optimization of financial resources and to encourage the digital ecosystems in the country, it has formed a system of co-financing of priority projects that primarily generate high impact and direct the citizen, with deliverables in 2016

**Resources:**

In order to support the design and implementation of project The Route of Excellence, the Ministry of ICT has prepared different mechanisms of support to entities that lead and participate in the development of such.

- Technical support: the Ministry of ICT with the Administrative Department of Public Service and the National Planning Department, will lead the creation of a **Project Management Office (PMO)** to The Route of Excellence. Through this office they have been arranged managers and project teams that allow articulating the goals and objectives of all projects of the route and ensure its implementation.

- Financial resources: the Ministry of ICT will make available to the entities that are part of the Route of Excellence, co-financing resources to support the development of projects.

- Certification of procedures and services through the "Seal of Excellence": all projects will be certified in accordance with the procedure established by the Department of Government Online, to demonstrate the high quality of the procedures and services and open data in the Route of Excellence.

- Dissemination and appropriation activities: the ICT Ministry, in coordination with the Administrative Department of Public Service and the National Planning Department, will develop a strategy for dissemination and appropriation around projects, allowing visible achievements and progress towards the citizen and the state as the main beneficiaries.

- Support to users for accessing online procedures: through various channels, the Citizen Contact Center can support users of the procedures and services of the Route of Excellence, in order to provide support and guidance.

- Articulation with leaders entities of different policies: The Route of Excellence projects have support and joint work of agencies like the Administrative Department of Public Service, the National Planning Department, Colombia Efficient Purchase and the National Digital Commission, who together should coordinate and accelerate actions that require interagency coordination.

Strategic planning with sectoral plans: ICT and health, ICT and agriculture, open data and interoperability.
Diffusion and scaling: Simultaneously to the implementation of the project, diffusion and scaling are performed (July 2015 – August 2018)

The methods used in order to promote appropriation and knowledge transferring of the e-government institutional framework is diverse. Colombia’s E-government Direction year by year executes in classroom and online courses, diploma courses, in situ advisory and communication campaigns.

There are different means and channels to disseminate the results and impact management of the Route of Excellence and its 25 projects:

Route Website
Website of each leader entity
Government social networking Synergy

Partnerships:

Partnerships with private, public and civil society sectors.

1. Entities that promote strategy:
   - Presidency
   - Ministry of Information and Communications Technologies
   - National Planning Department of Colombia
   - Administrative Department of Public Service.

2. Project leaders entities:
   - National Civil Registry
   - Ministry of Health and Social Protection
   - Ministry of Defense
   - Ministry of Foreign Affairs
   - Ministry of Education
   - Ministry of Commerce, Industry and Tourism
   - Ministry of Labour
   - Ministry of Finance and Public Credit
   - Ministry of Justice and Law
   - Ministry of Interior
   - Ministry of Transport
   - Ministry of Agriculture and Regional Development
3. Entities that support projects

- National Army of Colombia
- Colombian Agency for Reintegration
- National Agency for Overcoming Extreme Poverty
- Colombian Family Welfare Institute (ICBF)
- Colombia Migration
- District Planning Department of Bogotá
- Chamber of Commerce of Bogotá
- Confecámaras
- Colpensiones
- Colombian Family Welfare Institute
- National Attorney General
- National Institute of Legal Medicine
- Ministry of Housing, City and Territory
- Agricultural Rural Planning Unit - UPRA
- Colombian Agricultural Research Corporation – Corpoica
- Institute of Hydrology, Meteorology and Environmental Studies – IDEAM

Private sector

- Chamber of Commerce of Bogotá
- Notaries

Media: Canal Caracol (tramitomanía campaign)

Public Sector Organizations

There are three roles defined for The Route of Excellence:

1. Organizers: They are the support that all entities will lead and support the 25 projects identified in the route, to guide and support them in their implementation and commissioning.

2. Leaders Entities: these are the entities that lead one or more projects of the Route and they are in charged with final result.
3. Support Entities: they are the entities that support one or more entities that lead Route projects, and have a key role in the proposed goals for each project.

**Lessons learned**

The strategy to implement a PMO to manage the portfolio of projects: The Route of Excellence, and adopt best practices of PMI in the implementation process of the project, facilitate and enable monitoring and control of projects in a better way than the model traditional attend each project the state as an independent and isolated initiative.

Information management and communication requires additional and special frame as they are essential for achieving high levels of coordination and joint results in 25 projects of national impact. So the strategy of accompaniment, empowerment and communication that takes place during the implementation of the route is very important for achieving the desired results in all projects.

Without the ownership and commitment of senior managers, CIO and CTO in the leading projects entities is very difficult to make progress in the different stages of each project, so meetings of high strategic level to reduce performed the negative impact of the identified risks. Despite this, there have been situations with some projects that generate delays in expected developments, mainly because management commitment is evidenced not explicitly and clearly.

**Conditions required:**

High commitment and empowerment of the top executives in leading organizations and are responsible for the projects.

Availability of financial, technical and human resources to the development of the proposed objectives within an appropriate balance between time, scope and cost.

A project management strategy that includes the establishment of the office of government projects so that optimizations are achieved in the use and application of public resources.

**Additional information:** No